

# **Performance Analysis:**

## **Strategies for Performance Improvement**

**Dr. Allison Rossett**  
**San Diego State University**  
**San Diego, CA 92182-0311**  
**[arosett@cox.net](mailto:arosett@cox.net)**  
**[http://edweb.sdsu.edu/EdWeb\\_Folder/People/ARossett/Arossett.html](http://edweb.sdsu.edu/EdWeb_Folder/People/ARossett/Arossett.html)**

## **Our World Today**

- Training/coaching → Customized solutions
- Instructor dominated → Learner centered
- Teaching & learning → Strategic results
- Bureaucratic control → On demand
- Interventions driven by habits → Decisions based on analysis, data

*ALLISON ROSSETT*

# FIRST THINGS FAST

A HANDBOOK FOR  
PERFORMANCE ANALYSIS

Scoping,  
analyzing,  
studying,  
figuring things out,  
firming things  
up... it all boils  
down to  
**PLANNING.**

[[www.jbp.com/rossett.html](http://www.jbp.com/rossett.html)]

## **What we know about about effective organizations**

- Decisions are based on data not habits or mandates
- Many sources contribute to the data, including the people doing the work
- Results are measured
- Programs transcend habits and are planfully redundant, with access to information after development events
- Education and training are only one part of the solution, or even, occasionally, no portion at all

# What is Performance Analysis?

Analysis happens when data from varied sources is used to take a fresh look at the situation to derive a customized approach.

- go to sources for key information
- gather data and ask hard questions
- use the data to develop/sell systems

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## Information and Sources

OPTIMALS: what we want them to think/do

- Strategic plan; execs; documentation; the lit; experts; models

ACTUALS: what they are up to now, current performance

- Work products; incident rpts; table top exercises

CAUSES: why they do what they do and why they might not

- Interviews, surveys with incumbents, supervisors; the lit

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## Key info and questions

- |   |   |
|---|---|
| OPTIMALS: what we want them to think/do                 | ■ How does an expert do it?<br>What is policy?  |
| ACTUALS: what they are up to now, current performance   | ■ What are the errors?<br>Where is it right? Typical?                                     |
| CAUSES: why they do what they do and why they might not | ■ Which best describes their view of it? Do they have what they need? Are they confident? |

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## Causes ---> Solutions (indiv)

Skills/knowledge/info:  
don't get it, know it;  
can't find it; forget it

- Training, job aids, documentation, PST, knowledge management, coaching

Motivation: don't see  
why; don't believe  
they can

- Training, job aids, PST, documentation, KM, coaching, participatory goal setting

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## Causes ---> Solutions (org)

Environment: lack tools,  
clunky processes....

- Process reengineering,  
new hardware, org.  
standards, software,  
PST, job enrichment and  
job clarification

Incentives: rewards &  
recognition do not  
match strategy

- New policies,  
management devt.,  
sponsorship, recognition  
programs, career paths

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Dr. Allison Rossett, Professor of Educational Technology at San Diego State University, is a member of the elite Training magazine HRD Hall of Fame and received ASTD's 2002 award for Workplace Learning and Performance. In 2001, she received ISPI's most prestigious award, Member-for-Life. Rossett is also a consultant in the design, development and evaluation of performance systems. A native New Yorker, Allison has offered keynote speeches in this country and abroad about technology based learning and support, needs analysis and training design.

Rossett's 2002 book is The ASTD e-learning handbook: best practices, strategies and case studies. Her books, Beyond the podium: delivering training and performance to a digital world, and First Things Fast: A handbook for performance analysis, won the International Society for Performance Improvement's Instructional Communications awards. Her book, A Handbook of Job Aids, also published by Jossey-Bass, won the International Society for Performance and Instruction's 1991 top book award and the Association for Educational Technology, Division of Instructional Development Instructional Design Tool of the Year Award. She has published scores of articles, edited journals, offered seminars, coached and advised business and government leaders, evaluated programs and managed corporate contracts and federal and state grants.

Allison Rossett's client list includes Ford Motor Company, the IRS, MetLife, PricewaterhouseCoopers, IBM, HP, the Getty Conservation Institute, AT&T, Fidelity Investments, Deloitte Consulting, SBC, Microsoft, State Farm Insurance, and several new media and learning start-ups. Allison can be reached at [arossett@cox.net](mailto:arossett@cox.net)

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## Resources

<u>ASTD E-Learning Handbook</u> (2002)	<a href="http://books.mcgraw-hill.com/authors/rossett">http://books.mcgraw-hill.com/authors/rossett</a>
<u>First Things Fast</u> book	<a href="http://www.jbp.com/rossett.html">http://www.jbp.com/rossett.html</a>
E-Learning Guild	<a href="http://www.elearningguild.com">www.elearningguild.com</a>
Rossett web page	<a href="http://www.edweb.sdsu.edu/people/Arossett/ARossett.html">www.edweb.sdsu.edu/people/Arossett/ARossett.html</a>
<u>Beyond the Podium</u>	<a href="http://www.pfeiffer.com/go/BTP">http://www.pfeiffer.com/go/BTP</a>
SDSU EDTEC MA on campus & online	<a href="http://edweb.sdsu.edu/EDTEC/EDTEC_Home.html">http://edweb.sdsu.edu/EDTEC/EDTEC_Home.html</a>

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